
The Effect of Career Development and Work-Life Balance on Employee Productivity

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Abstract

The purpose of this study is to determine the effect of career development and work-life balance on employee work productivity. The type of research used is quantitative research. Data collection by distributing questionnaires using 60 respondents. The data analysis technique uses a range of scale analysis and multiple linear regression analysis. Testing the research hypothesis using partial testing (t-test) and simultaneous testing (F-test). The research results explain career development in the good category, work-life balance in the very good category and work productivity in the very high category. Career development has a significant effect, work-life balance has a significant effect. The simultaneous influence of career development and work-life balance has a significant effect on employee work productivity. It can be concluded that the better the career development and work-life balance, the higher the level of employee productivity.

Keywords: *career development, work-life balance, employee work productivity*

Abstrak

Tujuan dari penelitian ini untuk mengetahui pengaruh pengembangan karir dan *work-life balance* terhadap produktivitas kerja karyawan. Jenis riset yang dipakai yakni riset kuantitatif. Pengumpulan data dengan penyebaran kuesioner sebanyak 60 responden. Teknik analisa data menggunakan analisa rentang skala dan analisis regresi linier berganda. Pengujian hipotesis penelitian ini memakai pengujian parsial (uji-t) serta pengujian simultan (uji-F). Hasil riset berikut menjelaskan pengembangan karir dalam kategori baik, *work-life balance* kategori sangat baik serta produktivitas kerja dalam kategori sangat tinggi. Pengembangan karir berpengaruh signifikan, *work-life balance* berpengaruh signifikan. Pengaruh secara bersamaan pengembangan karir serta *work-life balance* signifikansinya berpengaruh pada produktivitas kerja pegawai. Dapat disimpulkan bahwa makin baiknya pengembangan karir serta *work-life balance* menjadikan tingkat produktivitas kerja pegawai juga makin tinggi.

Kata kunci: Pengembangan karir, *work-life balance*, produktivitas kerja karyawan

INTRODUCTION

HR (human resources) is an important capital in a business or company. A business or group that grows is certainly caused by its employees who can manage their business towards the goals that a business wants to achieve. One service company that is required to remain competitive is a hotel

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company we know that at this time many new hotels are popping up and of course by offering better quality and following the trends that are currently emerging.

Career development is an employee activity to make it easier for employees to determine future careers at their workplace. Based on Kasmir (2016) career development is an attitude mechanism aimed at renewing, developing, and enhancing the expertise, skills, talents, interests, and attitudes of employees. Thus, employees and the company can develop as much as possible. As for the results of previous research or research conducted by Farida & Halimatussaddiah (2020), the results of their research show that career development has a positive impact on employee work productivity. In contrast, according to research conducted by Ulfiati (2022), his research shows that career development has a negative and insignificant impact on employee work productivity.

In addition to career development, a business really needs what is called a work-life balance in all of its business work activities. As for research from Ardianto (2022), the results of his research show that work-life balance has a positive impact on employee work productivity. The following is also research from Nwangwa (2021), entitled the results of his research showing that work-life balance does not have an impact on work productivity. According to Safitri & Frianto (2021) work-life balance is the result of a balance between office duties and personal life. On the other hand, the balance between work and leisure from a business perspective is a challenge in building business-supporting habits so that employees can focus on their duties while working. Kusuma Agrowisata employees sometimes complain about their work, which is always in the office, even though they sometimes show it is time to go home because employees have to finish their work. So from this incident it might hinder an employee's productivity if pressured continuously.

The interviews showed that from the existence of several plans given to employees, they had not been implemented optimally and effectively for Kusuma Agrowisata employees. In completing a job, employees become less concentrated in carrying out their work, because in their minds they are also disturbed by problems that arise in their lives which may cause all work to be hampered in its completion. Heavy work targets also have a direct influence on the harmony of bonds in a family and of course also influence or become a trigger in the emergence of the career development level of its own employees. Through all the efforts that have been carried out or implemented, it is still not optimal, where in reality it is not as expected by the Kusuma Agrotourism company. Below is a list of the number of employees per department at PT. Kusuma Agrowisata Hotel Division of Batu city include:

Table 1. Composition of The Employees

No	Part	Number of Employees	Level of Education		
			Senior High School	Diploma	S1
1.	HRD	5	-	-	5
2.	Front Office (FO)	27	9	7	11
3.	Food & Beverage (FB)	32	16	4	12
4.	Accounting	12	3	1	8
5.	Engineering	28	10	5	13
6.	House Keeping	27	16	3	8
7.	Marketing	22	-	5	17
	Amount	153	49	15	37

Source: PT. Kusuma Agrowisata

The current phenomenon is, in terms of the quality of Kusuma Agrowisata employees, namely employees required by the company to work or carry out their respective duties better in order to provide quality service to visitors. Therefore, in order to remain competitive today, businesses need to know how to build quality human resources. An employee's career development is optimal when they are satisfied with their work, but in conditions of job satisfaction, businesses also need to understand the condition of employees, how to achieve a goal and business can also assess how far the employee's performance growth is where these conditions in the organization are also closely related to career development. The aspect that can make a business stable is in terms of its own productivity. Productivity is the capability of workers in achieving a company target. Work productivity is an employee's ability to work in order to achieve targets set by the company (Tanjung, et al. 2018). Among the aspects that affect worker productivity are those that can be influenced by the pressures experienced by workers at the work site resulting in continuous work, which in turn causes stress and depression for workers which causes a decrease in work time. Productivity is a crucial aspect of a company's success. High productivity can bring a positive side to the company and its employees. Therefore, this research tries to analyze the effect of career development and work-life balance on employee work productivity.

LITERATURE REVIEW

Career development is essentially leading to business development to face future business challenges. According to Sinambela (2016) means that career development is an effort made by the company to plan a career for its employees. The indicators or parameters in career development are based on Wahyudi (2002), including evaluation and assessment, work performance, educational background, training that has been attended, work experience, and company loyalty. Work-life balance is an individual's capability to equalize work responsibilities, household life, and other obligations. According to David (2021) work-life balance is a challenge to achieve a balance of life in carrying out one's responsibilities at work and family responsibilities. The indicators of work-life balance are based on Rahajeng (2021), namely balance of time and harmony at a time, the balance of involvement, and harmony of satisfaction.

Productivity is a crucial factor in the success of a business. Greater productivity benefits both the company and its employees. Based on Hasibuan (2018) work productivity is a comparison between output (results) and input. According to Sondang (2018) work productivity is the ability to obtain or achieve the maximum possible use through the facilities provided in order to create the best and maximum output. Several indicators of work productivity according to Simamora & Tulena (2015), are the quality of employee performance, the quantity of employee performance, and employee work time. Career development is an HR activity that supports employees thinking about their future careers at work. Based on Perteka's previous research (2020), career development has a significant and positive impact on workforce productivity, both partially and simultaneously. Wayan, et al. (2022) show that career development has a significant positive impact on an employee's work productivity. Therefore, the hypotheses proposed in this research were:

H1: Career development has a significant effect on employee productivity

Work-life balance is a situation when the work environment and the employee's office can be arranged. whether for everyday life or for time with family, popular hobbies or anything else, without affecting work life. Based on previous research, Yahya & Netty (2021) show that work-life balance has a significant positive impact on work productivity. Fadil (2022) shows that work-life balance has a significant impact on work productivity. Therefore, the hypotheses proposed in this research were:

H2: Work-life balance has a significant effect on employee work productivity

Career development and work-life balance, both of which can be regarded as crucial aspects to encourage employee work productivity, also have a positive effect on the ongoing business goals. Based on previous research by Amir & Akhmad (2020), it shows that career development and work-life balance simultaneously have a positive impact on employee work productivity. Pebriyanti (2020) shows in his research that work-life balance and career development have an impact on employee work productivity.

H3: Career development and work-life balance have a significant effect on employee work productivity.

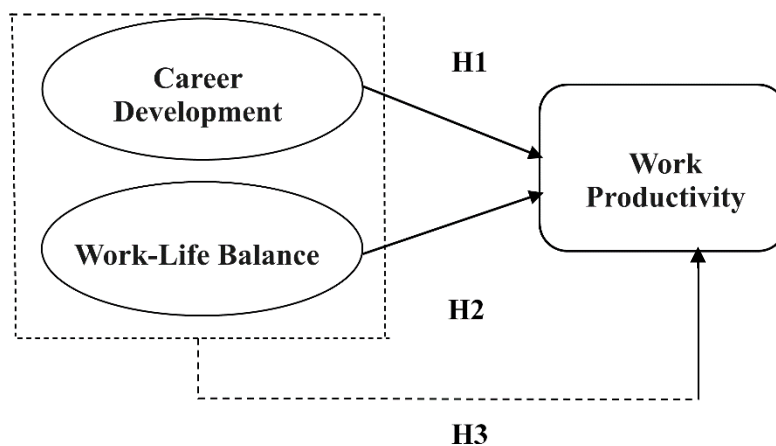


Figure 1. Research Framework

RESEARCH METHOD

The following research locations are carried out at PT. Kusuma Agrotourism is located at Batu District, Batu City, East Java 65311. The type of research is quantitative research with an associative approach. Based on Russiadi, et al. (2016) states that quantitative or associative research is research that has the aim of understanding the impact between 2 or more variables related to causation. The following research population is guided by all employees, namely 153 employees who work at PT. Kusuma Agrowisata Hotel Division and samples taken 10% of the number of employees, namely as many as 60 respondents. The data source is primary data, data obtained directly from the company and secondary data originating from documents or written reports that are already available at the company. data collection techniques by distributing questionnaires and interviews. Variable measurement technique with a Likert scale score 1-5. The instrument testing technique uses validity and reliability tests. Classical assumption test with normality, heteroscedasticity, and multicollinearity tests. Data analysis technique with scale range analysis, multiple linear regression analysis, and determinant coefficient. Test the hypothesis with a partial test (t-test) and simultaneous test (F-test).

RESULT AND DISCUSSION

The research was conducted on 60 respondents from PT. Kusuma Agrowisata hotel division is dominated by man in the range age of 20-30 years and mostly work 4-7 years. The characteristics are based on gender, level of education, age, and length of work presented in the table 2 below

Table 2. Respondent Characteristics

Information	Items	Respondent	Percentage
Gender	Male	31	52%
	Female	29	48%
Age	20 - 30 years	32	53%
	30 - 40 years	16	27%
	>40 years	12	20%
	Level of Education	Senior High School	13
	Diploma/D-3	11	18%
	Bachelor/S-1	36	60%
Length of Work	< 1 Years	5	8%
	4 – 6 Years	37	62%
	< 7 Years	18	30%

Source: Data processed (2023)

The results of the research itself are declared valid if the r-count is positive and r-count > r-table. The results of validity testing for each variable item can be shown in the table:

Table 3. Validity Test

Variable	Items	r-count	r-table	Information
Career Development (X ₁)	X _{1.1}	0.468	0.254	Valid
	X _{1.2}	0.594	0.254	Valid
	X _{1.3}	0.529	0.254	Valid
	X _{1.4}	0.729	0.254	Valid
	X _{1.5}	0.603	0.254	Valid
	X _{1.6}	0.604	0.254	Valid
Work-life balance (X ₂)	X _{2.1}	0.723	0.254	Valid
	X _{2.2}	0.679	0.254	Valid
	X _{2.3}	0.478	0.254	Valid
	X _{2.4}	0.593	0.254	Valid
	X _{2.5}	0.628	0.254	Valid
	X _{2.6}	0.868	0.254	Valid
Work Productivity (Y)	Y ₁	0.601	0.254	Valid
	Y ₂	0.670	0.254	Valid
	Y ₃	0.463	0.254	Valid
	Y ₄	0.755	0.254	Valid
	Y ₅	0.844	0.254	Valid
	Y ₆	0.866	0.254	Valid

Source: Data processed (2023)

Based on Table 3, it is stated that all r-count values for each item of the career development variable (X₁), work-life balance (X₂), and work productivity (Y) have a higher value and are positive than the r-table, which is 0.254. Thus, it can be concluded that all the instruments in the following research can be declared valid and of course, they can be used to measure the variables studied.

Table 4. Reliability Test

Variable	Cronbach Alpha	Criteria	Information
Career Development	0.624	> 0.6	Reliable
Work-life balance	0.746	> 0.6	Reliable
Work Productivity	0.798	> 0.6	Reliable

Source: Data processed (2023)

Based on Table 4 data, the results of the reliability test can be said that all the variables used in the following research are reliable, which can be seen in the results of the Cronbach's Alpha coefficient which exceeds 0.60. Through the results of the analysis, it can be stated that all the equipment in the following research, even though the tests are carried out continuously, can obtain stable or consistent results.

Table 5. Normality Test

Variable	Significance	Information
Asymp. Sig (2 – tailed)	0.200	Normal

Source: Data processed (2023)

Based on Table 5, it can be stated that for the normality test results, it is known that the significance value is $0.200 > 0.05$. then from the data it can be concluded that the residual values are normally distributed.

Table 6. Multikolonieritas Test

Variable	Tolerance	VIF	Information
Career Development	0.765	1.307	No Symptoms of multicollinearity
Work-life balance	0.765	1.307	No Symptoms of multicollinearity

Source: Data processed (2023)

Based on the results of Table 6, it show that for the VIF value, all independent variables produce a value less than 10, and in the tolerance value all independent variables produce a value of more than 0.10 which means that these variables are free from the presence of multicollinearity symptoms.

Table 7. Heteroscedasticity Test

Variable	Significance	Information
Career Development	0.842	Heteroscedasticity does not occur
Work-life balance	0.122	Herteroscedasticity does not

Source: Data processed (2023)

Based on the results of Table 7, it show that the heteroscedasticity test results for each career development variable have a sig value of 0.842 and the work-life balance variable has a sig value of 0.122 which means that it is greater than the residual value of 0.05, so for the regression model it can be concluded that there are no symptoms of heteroscedasticity.

Table 8. Multiple Lnier Regresson Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	4.548	3.643		1.248	.217
Career Development	.565	.164	.422	3.455	.001
Work-life balance	.273	.130	.257	2.100	.040

Source: Data processed (2023)

Based on Table 8, a regression formula can be made to measure the impact of career development and work-life balance on the work productivity of employees of PT. Kusuma Agrowisata hotel division with the regression equation including:

$$Y : a + b_1X_1 + b_2X_2 + e \tag{1}$$

$$Y : 4.548 + 0.565 X_1 + 0.273 X_2 + e \tag{2}$$

The constant score (a) is worth 4,548 which means that if career development (X1), and work-life balance (X2) both remain at zero value, then the resulting work productivity (Y) will be worth 4,548. Career development has a statistically significant positive impact on labor productivity where the regression coefficient score is 0.565, that is, if the promotion increases by one unit and other variables are fixed labor productivity also increases by 0.565. The significance of work-life balance has a positive impact on work productivity where the regression coefficient value is 0.273 if the work-life balance increases by one unit and other variables are held constant, then work productivity also increases by 0.273.

Table 9. Determinant Coefficient Test

R	R Square	Adjusted R Square
0.591	0.349	0.326

Source: Data processed (2023)

Based on Table 9 data, it can be observed that the R square value is 0.349 which indicates that the contribution of the career development variable (X1) and work-life balance (X2) to show the work productivity variable (Y) which is worth 34.9% while the value of 65.1% is then explained through other variables outside the research model.

Table 10. Partial Test

Variable	T-count	T-table	Information
Career Development	4.714	1.983	Significant
Work-life balance	13.889	1.983	Significant

Source: Data processed (2023)

Based on Table 10, the career development variable (X1) has a t-count value above the t-table value, with a t-count value of $3.455 > t\text{-table } 2.002$ and a significance value of $0.001 < 0.05$. So that H0 is rejected and H1 is accepted. Thus, the career development variable has an impact on the work productivity of employees of PT. Kusuma Agrowisata Hotel Division. The following research results confirm previous research by Peterka (2020), which stated that career development partially and simultaneously has a positive impact on labor productivity. Wayan, et al. (2022) show that career development has a positive impact on the work productivity of an employee. Career development has an impact on work productivity because career development is a key step in a company that is based on mental development, helps develop managerial skills, and provides opportunities for employees to take responsibility for their own careers.

The work-life balance variable (X2) for the t-count value has a value above the t-table value, with a t-count value of $2.100 > t\text{-table } 2.002$ and a significant value of $0.040 < 0.05$. So that H0 is rejected and H1 is accepted. So, for this reason, it can be concluded that the work-life balance variable has a significant impact on the work productivity of employees of PT. Kusuma Agrowisata Hotel Division. The following research results reinforce previous research conducted by Yahya & Netty (2021) showing that work-life balance has a significant positive impact on work productivity. Fadil (2022) shows that work-life balance has a significant impact on work productivity. Work-life balance has a large impact on employee work productivity which has a strong and consistent relationship. This condition says that the measure of work-life balance regulated by a company has a significant impact on employee work productivity.

Table 11. Simultaneous Test

Value Fcount	Value Ftable	Significant	Information
15.286	3.156	0.000	Significant

Source: Own Primary Data

So based on Table 11 data, it can be observed that for the F-count value above the F-table value, namely for $F\text{-count } 15,286 > F\text{-table } 3,156$ H0 is rejected and H1 is accepted, therefore it can be said that career development and work-life balance simultaneously have a significant impact on productivity work of employees of PT. Kusuma Agrowisata Hotel Division. The following research results corroborate previous research conducted by Amir & Akhmad (2020) showing that career development and work-life balance simultaneously affect employee work productivity. Pebriyanti (2020) shows in his research that work-life balance and career development simultaneously have an impact on employee work productivity. Career development and work-life balance have an impact on the work productivity of PT. Kusuma Agrowisata hotel division. So, it can be said that the success of a career development for employees in working or carrying out a task given by the company can later increase and develop the work productivity of the employees themselves, and so does the work-life balance variable if the employee's concern for the balance between personal life and life at work and employees focus on a task, so that in that case it can increase or improve an employee's work productivity.

CONCLUSION

Based on the results, it can be concluded that significant career development has an effect on employee work productivity, which means that the better the career development of employees, the higher the level of work productivity of employees of PT. Kusuma Agrowisata Hotel Division. The significance of work-life balance has an impact on employee work productivity, which indicates that

the better the work-life balance of employees, the higher the level of work productivity of employees of PT. Kusuma Agrowista Hotel Division. Based on the research results, it shows that there is a simultaneous or joint effect between career development and work-life balance on the work productivity of employees of PT. Kusuma Agrowisata Hotel Division. This shows that the higher employee awareness of career development and work-life balance indicates the higher level of employee work productivity.

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